

Improve your team with retrospectives

FOCUS ON EFFICIENCY

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Agenda

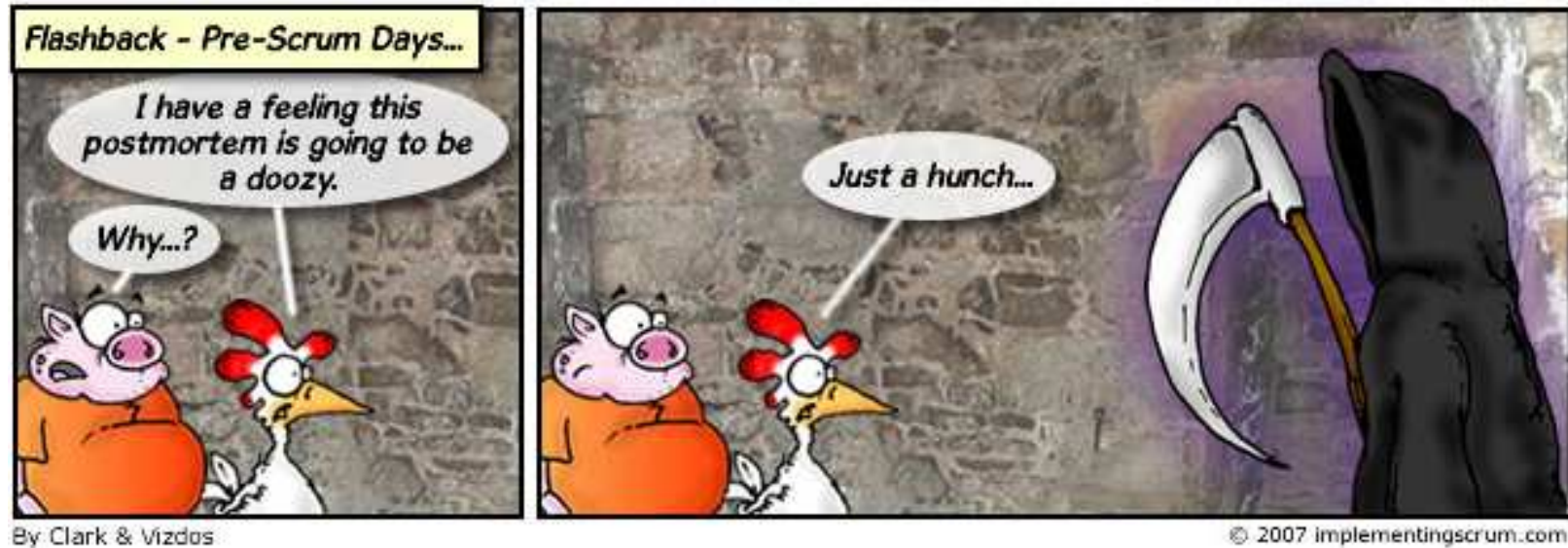
- Introduction and Planon
- Retrospectives
- Structure
- Planon Case / Lessons learned
- Questions



Introduction and Planon

- Ralph van Roosmalen
 - In the software industry since 1997
 - Developer, Scrum Master, Teamleader, QA Manager
 - Interested in Agile Development Processes
 - I believe software development is all about humans and how they interact with each other
- Planon
 - Standard Product Development Company
 - Using Scrum since 2005
 - Development department about 50 employees
 - Since 2008 also development center in India

What is a retrospective not?



<http://www.implementingscrum.com/blog/2007/09/04/scary-team-retrospectives-part-one/>

What is a retrospective

- Wikipedia, Retrospective (from Latin retrospectare, "look back") generally means to take a look back at events that already have taken place
- *Van Dale, retrospectief is terugblikkend op het verleden*
- A special meeting where the team gathers after completing an increment of work to inspect and adapt their methods and teamwork.
- **The Retrospective Prime Directive**
 - Regardless of what we discover, we understand and truly believe that everyone did the best job they could, given what they knew at the time, their skills and abilities, the resources available, and the situation at hand.

Where to use retrospectives

- “Standard” embedded in a agile (development) process
- Every organisation
- After a iteration, release, project, etc.
- Where not?

Structure

- Set the Stage
- Gather the Data
- Generate Insights
- Decide What to do
- Close the Retrospective

Leading the retrospective

- Facilitator
 - Process is primarily responsibility
 - Focus on processes and structure
 - Attend needs and dynamics of group
 - Help to reach a goal
 - Remain neutral in discussion
- Monitor the room
- Involve people

Attend the retrospective

- Participants
 - Focus on content
 - Discuss
 - Disagree
 - Make decisions

Custom-fit to your team

- Learn about teams history and morale
- Look at whiteboards, cartoons, artifacts, etc.
- Talk to formal and informal leaders
- Formulate goal for the retrospective
- Determine duration
 - It depends...
 - Length of the iteration/release/project
 - Complexity
 - Size of the team
 - Level of conflict

Custom-fit to your team

- Create an agenda
- Change room for fresh perspective
- Room large enough
- Set up tables and chairs
- Use white boards, flipcharts, etc.

Retrospective agenda

9:30 - 12:00

- Introduction
- Examine Project History
- Look for Patterns
- Analyse findings
- Prioritise and Plan
- Wrap-Up

“Set the stage”

- Prepares the team
- Activities can be
 - Review goal
 - Review agenda
 - Check in
 - Review working agreements.
- When the group need to do more work to be ready to work, use these activities

“Set the stage” - Activities

- Check-in
 - Welcome and explain goal
 - One brief question
- ESVP
 - Explorer, Shopper, Vacationers and Prisoners
- Working agreements
 - How to behave during discussions

Types of participants

Explorer IIII

Shopper II

Vacationer I

Prisoner -

“Gather the data”

- Create shared picture what happened during the iteration, release or project
- Without data, team is speculating on what changes and improvements to make
- Help team view and integrate different types of data

“Gather the data” - Activities

- Timeline
- Mad Sad Glad
 - It is about feelings to a event
 - Events are Mad, Sad or Glad
- Satisfaction Histogram
 - How satisfied on a certain area
- Like to Like
 - Learn how other people see other events

Satisfaction Histogram

How satisfied are we?

5 = I think we are the best team on the planet. We work great together

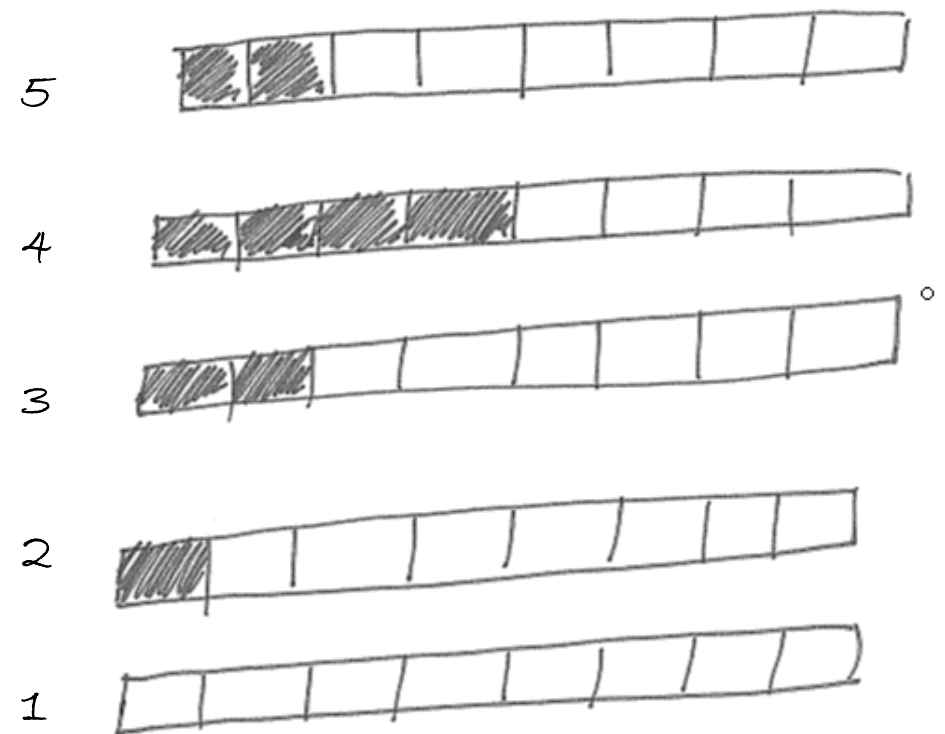
4 = I'm glad I'm a part of the team and satisfied with how our team works together

3 = I'm fairly satisfied. We work well together most of the time

2 = I have some moments of satisfaction, but not enough

1 = I'm unhappy and dissatisfied with our level of team work

Team work satisfaction



“Generate insights”

- Makes times for the team to evaluate their data
- Make meaningful information from the gathered data
- Help team interpret the data, analyze it, generate insights and uncover the implications for change

“Generate insights” - Activities

- Brainstorming
 - Generate ideas
 - Filter those ideas against predetermined criteria
- Five Whys
 - Go beyond the habitual thinking
- Learning Matrix
 - What did we well, What would we like to change, What new ideas have come up, Who do we want to appreciate

What went well <ul style="list-style-type: none">- Finished all tasks- BBQ in India	What would we like to change <ul style="list-style-type: none">- Build failures- Many “simple” bugs- Coaching on testers
New ideas <ul style="list-style-type: none">- Introduction of g-drive- Extension of ET Charter	We appreciate... <ul style="list-style-type: none">- Team Beta for their support- Assistance of Peter

“Decide what to do”

- Moves team's focus to the next iteration
- Team members develop proposals for action, identifying the highest priority actions
- Create detailed plans for experiments
- Set measurable goals to achieve the results

“Decide what to do” - Activities

- Retrospective Planning Game
 - Turn a vague improvement into actual work
 - Create work breakdown structure for an improvement
- Triple Nickels
 - Inspire each other with ideas
- SMART
 - Turn improvements into SMART goals

“Close the retrospective”

- Closing the retrospective
- Reflect on what happened during the retrospective
- Expressing appreciation

Planon Case / Lessons learned

- Change the format of the retrospective regular
- Difficult to be Scrum Master and participate in the retrospective
- It works different in a distributed team
- Do not limit the items team members may mention
- Try to be neutral and not to solve the problem for the team
- Use also personal coaching
- Discuss with team if you would like to create minutes

Disadvantages and advantages

- Disadvantages
 - Will cost time
 - Demands courage
- Advantages
 - Improved productivity
 - Improved capability
 - Improved Quality
 - Increased Capacity

Questions and discussion

References

- <http://en.wikipedia.org/wiki/Retrospective>
- <http://www.retrospectives.com/>
- Book, Esther Derby and Diana Larsen, Agile Retrospectives, making good teams great